

Supply Chest

September 22, 2000

Navy Core Values: Honor, Courage, Commitment

Vol. 52 No. 10

FISC nets Rear Admiral Peoples Award



Rear Adm. Keith Lippert, Chief of Supply Corps and Commander, Naval Supply Systems Command, presents Capt. Bill Kowba, Commanding Officer of the Fleet and Industrial Supply Center, Norfolk, the Rear Adm. Christian J. Peoples Award during recent ceremonies at NAVSUP headquarters in Mechanicsburg, Pa. The annual award recognizes federal and military activities whose initiatives and programs support the Javits-Wagner-O'Day (JWOD) Program, which provides opportunities for thousands of disabled Americans to enter vocational training and subsequently have successful careers. FISC also received the award in 1998.

NAVICP retains processing function

The Naval Supply Systems Command (NAVSUP) announced recently the Navy has tentatively decided to keep in house the Requisition Control and Part Number Processing function at the Naval Inventory Control Point (NAVICP) in Philadelphia, Pa.

The decision came after studies conducted in accordance with cost comparison procedures of Office of Management and Budget Circular A-76.

The NAVICP study included a review of 26 civilian positions currently performing the control and processing functions for both standard (National Stock Number) and nonstandard (part number) aviation requirements. Projected cost reductions achieved by personnel attrition and reorganization enabled the activity to conduct a cost comparison using the streamlined study procedures.

The decision to retain the functions in house came after cost comparisons indicated it would be more cost effective to continue to perform these functions with 14 federal workers rather than contracting out the work.

The American Red Cross will be at FISC Norfolk, on Thursday, Sept. 28, from 10 a.m. until 2 p.m. for a blood donor drive. Donors should report to the W-143 sixth floor Hampton Room between those hours.

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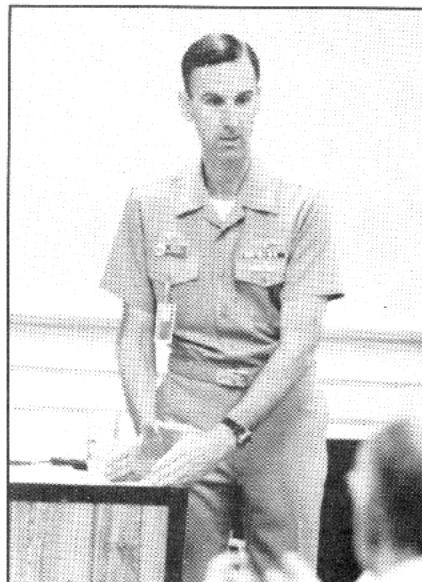
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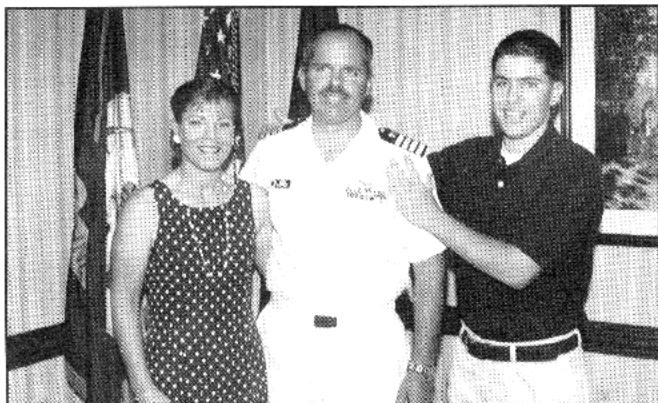
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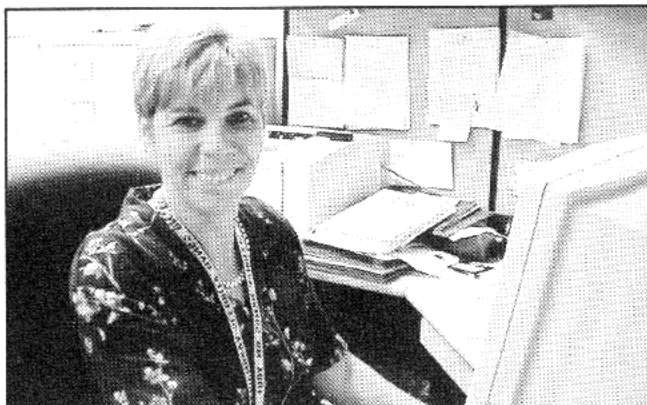


FISC Norfolk Commanding Officer, Capt. Bill Kowba, addresses workers at CEP-201 during one of his recent town hall meetings. For the full story, see page 4.

Bravo Zulu



Capt. Gary W. Lovgren, Fleet and Industrial Supply Center Norfolk's Reserve Coordinator, poses with his wife, Holly, and son, Matthew, after his recent promotion to captain. A former P-3C Orion pilot before joining the Supply Corps, Capt. Lovgren has been at FISC since December of 1998.



Ms. Lindsay Dunn from Fleet and Industrial Supply Center Norfolk's Military Personnel/Reserve Check-in Office was recently selected as Naval Station Norfolk's Personnel Support Activity Detachment PASS Liaison Representative of the Quarter. She has been at FISC for four years.



Chief Petty Officer James E. O'Neal, a storekeeper with FISC Customer Service Division, recently retired after 20 years in the Navy. Here he receives a gift from coworker Sherry Garnett.



Mr. Alberto Baylosis (right) from DDNV's Code P is congratulated by DDNV Commander, Capt. Dick Trowbridge, after being selected as the depot's Wage Grade Employee of the Quarter.

Supply Chest

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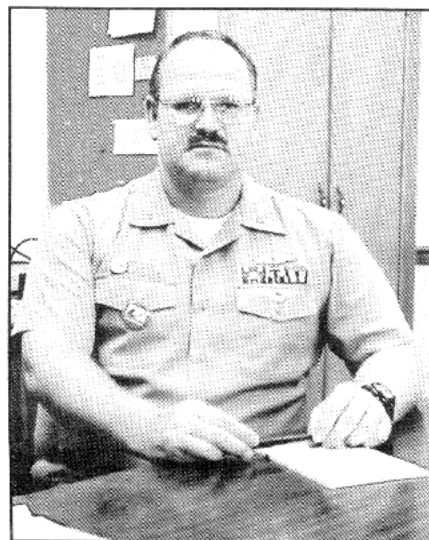
Capt. Pfeil moves to Code 100, Cmdr. Wiggs takes over Code 300



Capt. Phil Pfeil

Capt. Phil Pfeil has moved from being the Department Director for FISC's Material Operations Department (Code 300) – Capt Pfeil is now the Department Head for the Customer Service Department (Code 100). Code 100 is currently going through a reorganization in preparation for the standing up of the Logistics Support Center, scheduled to take place in October.

Meanwhile, Cmdr. David Wiggs has relieved Capt. Phil Pfeil as the Department Head for Code 300, coming from Code 40 (Comptroller).



Cmdr. David Wiggs

Don't fear "over-communicating"

By Robert Anderson
FISC Public Affairs Officer

No matter what your role is in an organization, communicating effectively is vital to getting things done and working productively with people. Studies of employee communication and staff morale reveal that managers often and mistakenly assume they know what employees want from their jobs. Managers rate good pay and job security at the top of the list. Employees, however, often put those two items in the middle of their top 10 needs. What employees want fluctuates with circumstances in each company or organization, but generally good pay is not the top item. What then do employees seek? Most studies show they desire:

Recognition for work performed.
A feeling of being "in" on things.
Interesting work.

Too often employees say, "I'm a nobody in this company. Nobody recognizes what I do. And I'm the last person to know anything about what's going on around here." Managers say, "We pay them well and give them a lot of good benefits, and still they're not satisfied. What do they want?" Everybody feels he or she is communicating – but everyone is communicating on wavelengths with different values or priorities.

Communication – up and down the chain of command, and laterally – is critical in today's downsizing and partnering environments. If you are a manager or supervisor, "magnetize" yourself to bad news. You want it coming to you rather than going to others in your department. If you know what the problems are, chances are you can fix them. Make it easy for people to communicate what's going wrong, and never shoot the messenger. Be overly generous with outbound information. Become perpetual communications machines – by that I mean, "talk too much, write too much, explain too frequently, listen excessively." In times of great uncertainty like now, this is how you learn and how

you lead.

Our ambition should be to *over-communicate*. Don't worry about redundancy or that people will resent being told the same thing twice or that they will tire of the message. Never suppose the obvious is apparent to others. There is usually no penalty for talking too much.

In the process of keeping everyone updated, explain *why* before *how* or *what*. Today's workers want more than mere orders. They want reasons . . . logic . . . rationale. They'll accept just about anything as long as it makes sense to them, no matter how difficult or disappointing.

Articulate the logic behind the change or restructuring, and they'll help you create the "how" to make it work. Don't blow smoke. Don't shave the truth. Don't play the propaganda game. You can't con your people, at least not for long. Besides, you're dealing with adults, and they deserve the truth.

Establish – and maintain – your credibility by leveling with them. Give it to them straight – the good, the bad, and the ugly. Arm them with understanding – feed them a steady flow of accurate information – if you want to enlist their support for making this organization the "Provider of Choice" for the future.

In the weeks ahead, FISC PAO will conduct communication surveys of all its departments to determine how information flows within departments and divisions, and to determine where improvements can be made. All communication avenues will be explored to determine which ones will work best in improving communication between management, employees, customers, and stakeholders.

Think about how you receive information in your department or division. Give your suggestions on how to improve the flow of information to your supervisor. He or she can then pass them along to division directors.

Remember, our goal is to *over-communicate*.

Capt. Kowba initiates "town hall" meetings with employees;

Over the past few weeks, FISC Commanding Officer, Capt. Bill Kowba, has conducted 10 "town hall" meetings. He met with work center staffs at various sites including the Ocean Terminal, ATAC Hub, Personal Property Office, and Cheatham Annex, and at building W-143. Capt. Kowba noted this was the first round in what will become a series of periodic get-togethers with the staff – that will allow him to keep the FISC team current on key issues while simultaneously letting the work force share observations with, and ask questions of, the Commanding Officer.

These town hall meetings coincided with the completion of Capt. Kowba's 2nd month at the FISC. He used these sessions with the workforce to share highlights from the meetings he attended at Naval Supply System Command headquarters in Mechanicsburg, Pa., to address various changes and challenges the claimancy and the FISC must deal with, and to share his personal philosophy.

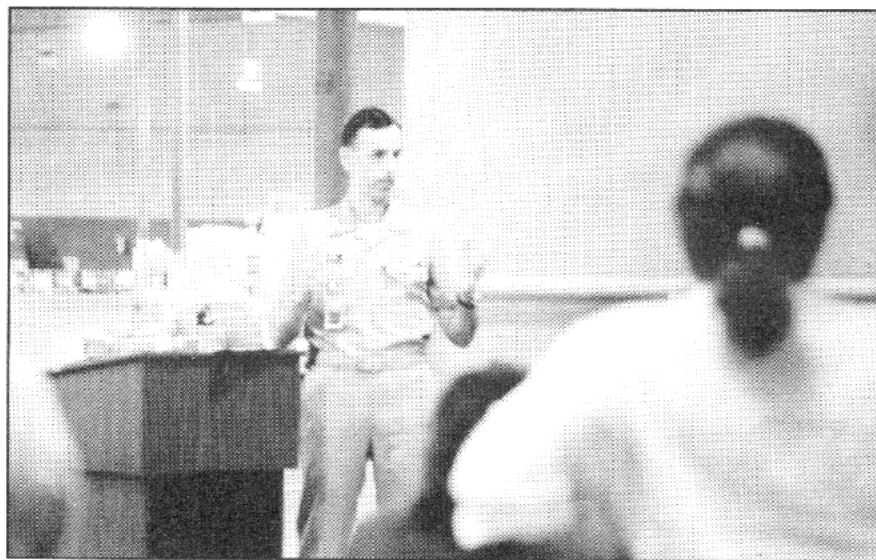
Within the past two months, Capt. Kowba has met with elements of the NAVSUP staff on three different occasions. The first time was just 10 days after the change of command, when he

CAPT Kowba urged all to . . . readily "walk the extra mile" . . .

had to brief Commander, Naval Supply Systems Command, Rear Adm. Keith Lippert, on FISC Norfolk's fiscal year 2001 Business Plan. As Capt. Kowba described that meeting, it was an interesting situation when explaining to your new boss the plans for spending over \$100 million dollars, and at the same time asking for a little bit more funding. Capt. Kowba stated the additional money was needed to cover various operating costs, ranging from information technology bills to utility and Human Resources Office staffing requirements. Our FISC comptroller staff is working

closely with their NAVSUP counterparts to resolve all of the needs.

Capt. Kowba's 2nd trip to NAVSUP involved participation in a two-day "Strategic Off-Site Retreat" where NAVSUP claimancies' senior leadership met to discuss and validate the "Strategic Plan 2000-2005." – ac-



cording to the Captain the gathering was an energetic exchange of ideas. The CO praised NAVSUP for having a vision for the future and a solid road map for the next five years. He stated that too often organizations lack direction and become disoriented when confronted with fundamental change. Capt. Kowba emphasized that was not the case with NAVSUP and FISC Norfolk. Our NAVSUP/FISC vision is built on four goals. First, we want to be a responsive, customer-focused command. Second, we want to provide best value products and services. Third, we want to operate streamlined processes that reduce cost and cycle time for delivering products and services. Fourth, we want to maintain a skilled, flexible workforce that delivers and sustains world class performance.

The CO also stated our Navy Supply System and the network of six FISCs do not operate in a monopolistic environment. Our customers have choices when it comes to determining

who will provide them with goods and services. If we are not sensitive to their needs and do not satisfy them in a timely and economical fashion, there is a probability we will lose their business. Once we have broken the supplier-customer chain, it may be a much greater challenge to regain their confidence and as-

sociated business. With that in mind, CAPT Kowba urged all to take to heart our NAVSUP/FISC vision and goals, and readily "walk the extra mile" to pursue the quality customer.

Shifting to a 2nd major theme, Capt. Kowba discussed the forces of change the FISC team must handle in the near term. There is the new mission of a Logistics Support Center (LSC) being implemented on our waterfront. The first component of the LSC, which will be positioned in Code 100, is the Husbanding work center. A staff of Logistics Support Representatives (LSRs) will board ships and otherwise directly interface with afloat customers to coordinate numerous requirements from transportation to training. This is an initiative in support of the Afloat Supply Department of the Future (ASDOF), designed to relieve some of the heavy burden placed upon shipboard supply departments.

Other changes include the stand up of the ATAC Hub most efficient organi-

They will be on a regular basis to keep workers informed

zation (MEO), the closure of three A-76 studies tied to personal property, HAZMAT, and the Ocean Terminal, and the commencement of a new A-76 analysis linked to retail supply. All of these activities will reach critical milestones during calendar year 2001.

"... the pace on the information highway will continue to accelerate."

At the same time, the "pace on the information highway" will continue to accelerate. There is plenty of information technology (IT) change surrounding us. The Navy will implement the Navy-Marine Corps Intranet, also known as NMCI. — this is a tremendously ambitious effort to achieve a new, global level of connectivity. All of our computer work stations will be affected by NMCI. Our FISC acquisition force will be right in the middle of this undertaking with the administration of all of the IT procurement actions. Further, NAVSUP is championing initiatives to replace our aging inventory and financial management systems. The R-SUPPLY inventory software will be piloted at Oceana. An Enterprise Resource Planning (ERP) experiment is just starting at the former NAS Norfolk. These activities will alter some of the business processes and rules applied by Codes 50, 100, and 300. Capt. Kowba

strongly encouraged the FISC staff to view these changes as an opportunity and not a threat. He stressed that having the right attitude or perspective can be the difference between success and failure.

The last theme that CAPT Kowba addressed in the "town hall" meetings was that of his personal philosophy and various observations. He thanked all for their kindness and courtesies over the last eight weeks. The CO was grateful for everyone's patience with his questions and the numerous information briefings that had been given to educate him on all the issues. He observed that the FISC was a tightly knit team continually focused on success. He had been concerned about that prior to his arrival — he had served at the former Naval Supply Center, Norfolk, transferring in 1992 as the NSC was realigned to form the Defense Distribution Depot, Norfolk, and FISC. He knew the subsequent years had been a time of continual adjustment and "right sizing." He had been concerned about the effect of the trauma of change on the workforce. After many meetings with different work centers, the CO was reassured the FISC team had taken the change in stride and kept on charging.

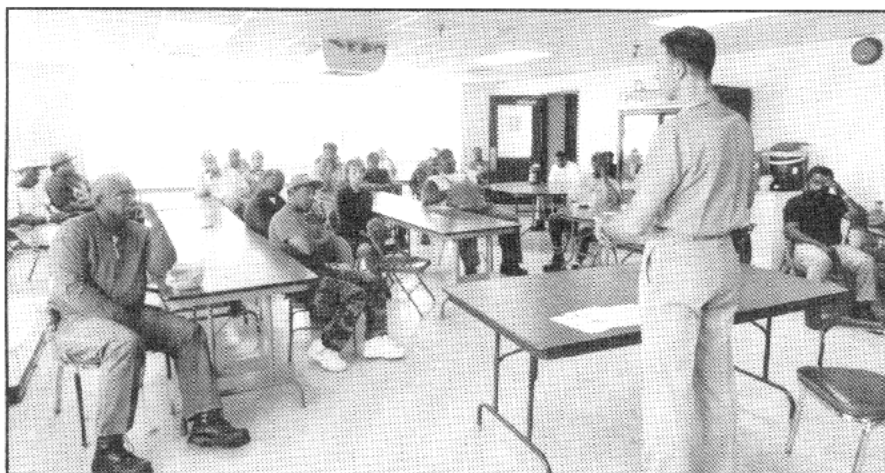
CAPT Kowba stressed the need to maintain the highest code of ethics and impeccable values. In this time of change and challenge, we must go forward with a sense of purpose and drive

to excel that is founded on "doing right things right." We cannot afford to take shortcuts or look the other way when executing our mission. We must comply with the various rules, regulations, and policies. They are centered on critical concerns for security, safety, good order, financial integrity, or sound material management. While complying with directives, Capt. Kowba also encouraged the staff to identify where policy revisions might be necessary, and he promised to forward up the chain of command all legitimate policy change proposals.

The last part of CAPT Kowba's talk on philosophy involved the command survey of last year. He noted these surveys were a very important tool for taking the pulse of the organization, gauging employee morale, and identifying organizational strengths and weaknesses. He has reviewed the findings of the most recent survey and found the work force gave low grades in four areas: leadership, communications, em-

"Success will depend ... on honest, open communications ..."

ployee development, and sexual harassment. The CO plans to focus on initiatives that will resolve concerns with these topics. All supervisors — from the first line to the Commanding Officer — must continually work at enhancing their leadership skills. At the same time, they must also work hard to improve the occupational skills of subordinates and provide them with the tools for success, especially in the IT arena. Success will depend, to a great degree on open, honest communications in a work setting free from threats tied to discrimination based upon gender, ethnic, or religious background. Capt. Kowba closed by asking all to support our vision, goals, and command philosophy. The FISC Norfolk team is leading the way in the NAVSUP claimancy.



Neptune Fest air show is Sept 22-24

Naval Air Station Oceana will offer local families and guests a thrilling, action-packed weekend at the Neptune Festival Air Show on the weekend of Sept. 22 through the 24th. Among the many features will be the U.S. Navy Blue Angels premier flight demonstration squadron. The "Blues," as they are sometimes called, have been amazing crowds for 54 years with their breathtaking aerial maneuvers. Also featured will be two of the world's best parachute teams: U.S. Army Golden Knights and the Canadian Sky Hawks.

Highlighting the air show will be the World Aerobatic Federation Championships, when six of the world's best civilian pilots compete head-to-head for \$75,000 in prize money and the championship title. Other scheduled events include the Red Baron Stearman Squadron, Northern Lights Aerobatic Team, the famous Shock Wave jet truck, and numerous static aircraft and military displays. Restored vintage aircraft – along with perennial crowd pleasers such as the F-14 Tomcat and the F/A-18 Hornet – will also be delighting the crowds with their flight demonstrations.

Gates open for the public at 5 p.m. on Friday, Sept. 22, for the night show. A concert with the group rock group Train is scheduled for 8:30 p.m. following the evening's fireworks.

On Saturday, Sept. 23, gates will open at 8 a.m. with flying scheduled to begin at 9 a.m. The "Kroger Beach Blast 2000" is set for Saturday evening at 7 p.m. at the 24th Street Park in Virginia Beach – this beach party offers the public a chance to meet the Blue Angels and other air show performers, and will include a free concert by county music star Wade Hayes at 8 p.m. On Sunday, Sept. 24, gates open at 8 a.m. and close at 5 p.m., with flying again starting at 9 a.m.

Admission to the show and all parking are free. For more Neptune Festival Air Show 2000 information, visit the air show Web page at www.neptuneairshow.com.

Lt. Gen. Glisson, DLA head, visits DRMO



Lt. Gen. Henry T. Glisson, Director of the Defense Logistics Agency, talks to workers at the Defense Reutilization and Marketing Office (DRMO) during his visit on Sept. 12. The general toured DRMO warehouses at the South Annex during the visit.

New per diem rates begin Oct. 1

New federal per diem rates will take effect on Oct. 1, the beginning of fiscal year 2001. New rates will vary between \$85 for lodging and meals in smaller cities like Topeka, to as much as \$244 for cities like Manhattan. The District of Columbia's new per diem rate will go up a dollar from the current \$164, to \$165 as of Oct. 1.

A representative of the General Services Administration (GSA) says budget planning will be made easier now that agencies will know what the new rates are when they get their operating budgets on Oct. 1. Federal agencies can reimburse workers for up to 300 percent of a locale's established per diem rate, for travel expenses.

GSA also will expand its "premier lodging" program to 14 cities and thereby increase government clout in the travel market. The program improves room availability for federal travelers and had its debut in Boston, where lodging is especially difficult to obtain. There the GSA accepted bids and ultimately signed contracts with eight hotels, with each hotel guaranteeing 4,000 room nights of occupancy annually. The per diem rates vary between \$168 and \$192, and is less than what federal travelers had been paying prior to the contract being signed.

Meanwhile, GSA has a goal of having similar lodging contracts in place by the end of 2001 with hotels in all 75 destinations most frequently visited by civil servants.

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Few A-76 lunches left

The final three highly informative lunch-and-learn sessions titled "'Commercial Activities (A-6) Studies and You,'" will be presented by the Strategic Sourcing Division of the Business Operations Department until Oct. 25. September's final session will be in the building W-143, 6th floor Hampton Room on Wednesday, Sept. 27. The session will begin at 11:30 and last until 12:30. There will also be two October sessions – on Oct. 18 in the Robert Jack Room and Oct. 25 in the San Diego Room, each also from 11:30 - 12:30.

Among the A-76 aspects to be discussed are:

- What is a Commercial Activities (A-76) study?
- What is the A-76 study process?
- What is the Performance Work Statement (PWS)?
- What is a Management Plan?
- How long does an A-76 study last?

Those attending are asked to be on time. If you have questions about the presentations, or wanting to sign up, please contact Mr. Michael Garris at michael_e_garris@nor.fisc.navy.mil or call 443-1070. These are highly informative sessions!

Mark your calendars – Daylight Savings Time ends at 2 a.m. on Sunday, Oct. 29. That means on Saturday evening, Oct. 28, when you go to bed, you'll have to set your clocks and watches BACK one hour. You will thus actually gain an hour of sleep!



There is help for addiction – call CEAP!

September is National Alcohol and Drug Addiction Recovery Month, and FISC's Civilian Employee Assistance Program wants FISC workers to be aware of the availability of substance abuse treatment for themselves and family members. September has been designated as the month to inform Americans about the benefits of workplace supported treatment. Through this treatment, we can help loved ones, friends and coworkers overcome their addictions and substance abuse problems and go on to lead healthier, happier and more productive lives on the job or home.

This year's recovery month initiative theme is "Addiction Knows No Boundaries." During September, CEAP will place posters on bulletin boards and distribute brochures to inform workers of available substance treatment programs in the Tidewater area.

In conjunction with this theme, CEAP hosted a Lunch-and-Learn on Thursday, Sept. 20, from 11 a.m. to noon in the W-143 6th floor Robert Jack Room. Guest speaker was Anthony Crisp from the Norfolk Community Service Board, who discuss substance abuse illness and available area treatment.

CEAP offers no-charge, professional services to all civilian employees and immediate family members for workers assigned to FISC, NAVTRANS, ILO, DIPC and FOSSAC. Contact Mrs. Veronica Thomas at 443-1049 or 443-1490 for information about what CEAP can do for you.

Combined picnic and multicultural event is scheduled for Oct. 5.

A combined picnic and multicultural event for Fleet and Industrial Supply Center Norfolk, Defense Distribution Depot Norfolk, and the Navy Exchange Command Ships' Stores Programs has been scheduled for Thursday, Oct. 5, from 11 a.m. to 5 p.m. at Naval Amphibious Base, Little Creek, in Virginia Beach. It is open to federal workers and contractors, and a \$5 entry fee will cover all you can eat and drink. This multi-cultural event also encourages participating commands to set up displays reflecting their workers' ethnic heritage and history.

The theme of "Food, Fun and History," reflects the delicacies which will be available at the picnic. Paddle boats and canoes will be available and sports such as softball, horseshoes, and volleyball will also be played.

For display table reservations or information contact Steve Craddock in FISC PAO at 443-1006. Everyone is reminded that selling items at displays will not be permitted.

Center's golfers name top three teams

The current top three teams in the Norfolk Center Golf Association have been identified.

In 1st place is the team comprised of Dave Ebermeir, Pat Culpepper, George Bryant, and Dick Brinjak.

The 2nd place team consists of Bob Cramer, Shed Byrd, and Jimmy Knox.

The association's 3rd place team is made up of Sonny Bass, David Graddy, Vern Aunchman, and Martin Suttles.

The association has a total of seven teams, and they play on courses throughout the Hampton Roads area.



DDNV re-packs, re-issues \$10 million worth of material

Earlier this year Defense Distribution Depot, Norfolk, successfully offloaded, processed, and made available more than 900 MTIS excess line items valued at \$10 million, from the Fleet Hospital Support Office at Cheatham, Annex. The evolution enhanced the Navy's stock posture and reduced overall inventory costs by making available excess material to other potential customers.

DDNV processed 302 of the hospital's MILVANS and 16 flatbeds loaded with excess "A" condition material. Much of the material was crated and contents had to be broken down and palletized.

There were also 50 pallets of "multi-pack" material, which had to be separated, inspected, then processed to a storage location. The DDNV men and women working the project also faced the challenge of having limited "lay down" space where the material could be offloaded from the MILVANS and stowed for re-issue.

Once the MILVANS had been offloaded they were placed upon flatbed trailers and returned to Cheatham Annex. The time-consuming project required several months of work and was completed in June of this year.

Dan Lee supervised the project, and the remainder of the team consisted of Crystal Billups, Sondra Brantley, Warren Chappell, Ernest Jones Jr., Percy Mack, Robert West, and Carolyn Williams.



Three hundred and two of these milvans were unloaded, with material repacked for re-issue. The excess material was from the Fleet Hospital Support Group at CAX.



The workers responsible for the successful completion of the monumental undertaking were (left to right) Warren Chappell, Crystal Billups, Percy Mack, Carolyn Williams, Ernest Jones Jr., Sondra Brantley, Dan Lee (who supervised the evolution), and Robert West.

Recent study debunks "going postal" concept

While the phrase "going postal" has become synonymous with an individual running amok in the work place and injuring or killing fellow workers, a recently concluded federal study indicates the Postal Service is one of the safest places to work.

A special commission appointed by Postmaster General William Henderson, and headed by former Secretary of Health, Education, and Welfare (known

today as the Department of Health and Human Services) Joseph Califano, concluded after a two-year, \$4 million study

"The concept of 'going postal' ... is a bad rap."

that the concept of "going postal" is "a bad rap," according to Mr. Califano. The commissioned surveyed 12,000

postal workers and 3,000 private sector employees – and interviewed scores of postal workers and union members and leaders – and found postal workers are no more likely to assault or harass fellow workers than other employees in the government. The study also concluded postal workers are only a third as likely to become work place homicide victims when compared to federal workers in other agencies.